



*A place where families and businesses thrive.*

**Council Work Session Minutes  
Staff Succession Planning Update**

**Monday, February 24, 2020  
5:30 p.m., Community Auditorium**

***Minutes are unofficial until approved by Council.  
Council approved minutes as presented March 16, 2020.***

**1. ROLL CALL:**

Mayor Peter Truax called the Work Session to order at 5:37 p.m.

**ROLL CALL: COUNCIL PRESENT:** Timothy Rippe; Elena Uhing; Mariana Valenzuela; Adolph “Val” Valfre; Malynda Wenzl, Council President; and Mayor Peter Truax.

**COUNCIL VACANCY:** 1

**STAFF PRESENT:** Jesse VanderZanden, City Manager; Paul Downey, Administrative Services Director; Brenda Camilli, Human Resources Manager; Michael Kinkade, Fire Chief (in the audience); Colleen Winters, Library Director (in the audience); and Anna Ruggles, City Recorder.

**2. WORK SESSION: STAFF SUCCESSION PLANNING UPDATE**

Camilli, Downey and VanderZanden facilitated the above-noted Council work session, noting the purpose of the work session was to address Council’s Objective 2.12, Develop Staff Succession Plan, identified in FY2019-20, and provide recommendations for next steps and seek Council direction. Camilli and Downey presented a PowerPoint presentation overview of the facets to succession planning as noted below:

- Review organizational chart and promotional ladders
- Evaluate employee retention and factors affecting tenure
- Identify employees’ career goals and plan/budget for training
- Identify opportunities for cross-training and job shadowing

Camilli and Downey recapped the following information:

- City has relatively flat position hierarchy, which impacts promotion opportunities.
- City has enjoyed long employment tenures and high retention, one factor has been Defined Benefit Plan.
- 46 employees will be 55+ years old (potentially eligible to retire in 2020); 72 within the next five years. There are 167 FTE’s in the City.
- City management supports promoting from within: 40 positions out of approximately 95 vacancies in the past 5 years (42%) were filled internally.

In addition, Camilli and Downey provided background information pertaining to Recruitment and Retention and Employee Survey Results, noting: 1) Retirement plan was named as a reason employees may consider leaving City’s employment and one thing that would make the City a better place to work (8 comments), and 2) employees were less positive than local government benchmarks on satisfaction with total benefits

package (retirement, health insurance) (-5 gap). Next, Camilli and Downey reported in response to the above results, the City is reviewing its three retirement plans, each has different eligibility requirements and benefit structures: 1) Defined Benefit Plan, 2) Defined Contribution Plan and 3) PERS. Camilli and Downey reported staff is recommending Council consider having staff complete a detailed analysis on the potential of moving employees who are currently on the Defined Contribution Plan and all new qualifying General Service employees to the Public Employees Retirement System (PERS) (no impact to employees on Defined Benefit Plan), noting the timing is good to consider the change with IBEW's contract currently open for bargaining. Camilli noted the current eligibility for City employees includes:

- All full-time AFSCME and non-represented employees hired on or after July 1, 2011.
- All full-time non-sworn members of the FGPA hired on or after July 1, 2012.
- All part-time AFSCME and non-represented employees regularly scheduled to work at least twenty (20) hours per week as of July 1, 2014.
- All part-time FGPA employees regularly scheduled to work at least twenty (20) hours per week hired as of July 1, 2016.

In conclusion of the above-noted report, Camilli and Downey reported in response to internal recruitment and retention analysis, the City is:

- Reviewing and revising current format for employee goal-setting and career goals.
- Preparing managers and supervisors for implementation and to identify opportunities to prepare for future vacancies.
- Evaluating opportunities for internal promotions when positions vacate.
- Identifying opportunities for cross-training and job shadowing.

### **Council Discussion:**

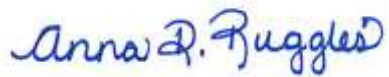
Mayor Truax opened the floor and roundtable discussion ensued as the Council had an opportunity to review the Staff Succession Plan recommendations. Camilli, Downey and VanderZanden addressed various Council inquiries and scenarios pertaining to how to better manage effectively in an employee's extended absence and the importance of cross-training and job shadowing for unique and key positions with specialized job skills so other employees have a chance to observe various jobs in action and so employees can step-in for a temporary period of time as well as having step-by-step instructions of the general duties and responsibilities, to which staff concurred. In addition, Camilli, Downey and VanderZanden addressed various Council inquiries pertaining to whether staff should proceed with completing a detailed cost analysis on the potential of moving employees who are currently on the Defined Contribution Plan and all new qualifying General Service employees to the PERS, to which Council collectively concurred. In conclusion of the above-noted discussion, VanderZanden advised staff will conduct the analysis and report back to Council at a later date.

Council took no formal action nor made any formal decisions during the work session.

3. **ADJOURNMENT**

Mayor Truax adjourned the Council work session at 6:20 p.m.

Respectfully submitted,



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Anna D. Ruggles, CMC, City Recorder